

Approved For Release 2001/07/28 : CIA-RDP78-04718A002500440034-1

TAB A

MS 1701

MEMORANDUM FOR: Acting Deputy Director (Support)

THROUGH: Chief, Management Staff

SUBJECT: Revision of Table of Organization for the Office
of Personnel

1. This memorandum submits a recommendation for approval of the Acting Deputy Director (Support). Such recommendation is contained in paragraph 5.

2. The attached revision of the Office of Personnel Table of Organization is designed to realign assignments of existing functions and to relocate or redefine existing positions to provide more efficient and effective service, through procedural improvements, additional support to new programs, and establishment of a central personnel unit for the Office of the Deputy Director (Plans). Through this reorganization we are able to effect a net reduction of four positions. Accordingly, the personnel ceiling for the Office of Personnel may be correspondingly reduced, i.e. from the present [redacted] No change in the average grade of the position structure is proposed.

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3. Principal organizational changes are the reorganization of the Personnel Assignment Division to form the Personnel Operations Division, the establishment of a Clandestine Services Personnel Division, and the establishment of a unit headed by the Special Assistant to the Director of Personnel to handle termination cases.

A. The Personnel Assignment Division previously included three Placement Branches supporting the three major components of the Agency, a Clerical Placement Branch, a Qualifications Analysis Branch, and a Counseling Branch. The new Personnel Operations Division includes:

(1) An enlarged staff in the office of the Division Chief to provide for an expanded out-placement service and for presentations and indoctrinations for supervisory officials and personnel officers concerning new Agency personnel programs as well as personnel matters generally. In the past, out-placement activity has been effective at the clerical level; senior officers have been assigned to this service to broaden its scope and level. Major changes in the Agency's personnel program, such as the flexible T/O system, and increasing emphasis on the responsibilities of the Career Services and supervisory officials for personnel management requires continuing effort to inform them and their supporting staffs as to current policies, procedures and services.

(2) An Operations Branch which generally represents a consolidation of the DDI and DDS placement units and which will be staffed by Personnel Representatives. These Representatives will be personnel generalists who, in addition to providing assistance to operating officials in matters of assignment, will serve as focal points for coordinating and providing Office of Personnel support in various matters. Technical experts in such subjects as retirement and benefits in the other Divisions of the Office of Personnel will be available to handle more difficult questions or problems either directly with the office or individual concerned or through the Personnel Representatives. We believe this arrangement will permit us to provide improved professional service and to give greater recognition to the responsibilities of the heads of Career Services and their supporting staffs in the operating components for individual personnel actions and day-to-day personnel management.

The Operations Branch will also assume the clerical tasks of appointment processing previously performed in the Records and Services Division. This will permit some streamlining of these procedures but, more importantly, will provide for continued attention by a professional personnel officer to candidates in process.

(3) The Clerical Assignment Branch which is responsible for the selection and initial assignment of clerical personnel and operation of the Interim Assignment Section. This unit will also assume the appointment processing activity for clerical appointees previously performed in the Records and Services Division.

(4) The Qualifications Analysis Branch, which will continue to be responsible for screening mailed-in applications and for maintaining qualifications data and registers for applicants, employees, and consultants.

(5) The Employee Relations Branch, which represents a consolidation of the former Counseling Branch of the Personnel Assignment Division and the Employee Services Branch of the Records and Services Division. These activities were merged on a trial basis several months ago and the consolidation has proved satisfactory. The functions of this unit remain the same except for transfer of the out-placement activity to the office of the Division Chief.

B. The Clandestine Services Personnel Division represents a consolidation of functions and positions of the career management units in the Clandestine Services, the DDP Branch of the former Personnel Assignment Division, and the staff of the Special Support Assistant (Personnel). This unit, although located on the Table of

Organization or this office, will be under the supervision of the Clandestine Services Personnel Officer who is assigned to the T/O of the Special Support Assistant to the Deputy Director (Support) as the Assistant Special Support Assistant (Personnel). The Clandestine Services Personnel Officer is authorized to approve personnel actions affecting Clandestine Services personnel and forward them directly to the Records and Services Division, Office of Personnel, for review as to technical requirements, processing, and authentication. In the past, such actions were reviewed by the Personnel Assignment Division. This new arrangement will correct much current duplication of effort and confusion as to supervisory channels.

The Files Section of the Records and Services Division will be divided into two units in order to locate folders for DMP personnel with the Clandestine Services Personnel Division. This will eliminate some duplication in the maintenance of unofficial personnel folders and will increase the accessibility of the official personnel folders to Clandestine Services Career Service officials.

C. Increasing activity in termination cases and implementation of selection-out procedures has required the establishment of a special unit, reporting directly to the Director of Personnel. This unit is headed by the Special Assistant to the Director of Personnel and includes, in addition, one professional personnel officer, a secretary, and two court reporters. These reporters meet various requirements for verbatim recording of conferences and meetings throughout the Agency as well as taking termination proceedings.

4. Other changes cover reductions in personnel, notably in the Records and Services Division and in the Position Evaluation Division to provide for increases in other areas.

A. The Appointment Section of the Records and Services Division has been merged with the Operations Branch and the Clerical Assignment Branch of the Personnel Operations Division. Six appointment clerks and one correspondence clerk were affected. The formal transfer of the Employee Services Branch to the Personnel Operations Division involves a shift of five positions. In addition to these transfers involving eleven positions, seven others have been eliminated.

B. The Position Evaluation Division, redesignated as the Salary and Wage Division, has eliminated eight positions in anticipation of reduced workload resulting from the installation of the recently approved flexible T/O system.

C. The Rotation and Training Unit has been increased from five to eleven to form the initial Development Complement for the Personnel Career Service.

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FUNCTIONAL ORGANIZATION FOR THE OFFICE OF PERSONNEL

Director of Personnel

The Director of Personnel is responsible for the direction of a central personnel group engaged in support of Agency operations, programs, and activities. The Director of Personnel is responsible for the following functions: formulating and recommending policies, regulations, practices, procedures, and standards which shall govern personnel administration throughout the Agency; advising and assisting Operating Officials on matters of personnel administration; reviewing and evaluating personnel administration for compliance with approved policies, regulations, practices, procedures and standards, and for the adequacy of such program, and making recommendations for appropriate corrective measures; conducting research in the general field of personnel management to the extent necessary in the performance of his mission; serving as Chairman of the CIA Career Council, the CIA Selection Board, the Honor Awards Board and providing secretariat service and administrative support thereto; providing programs for the recruitment, selection, and separation of personnel, for position evaluation and salary and wage administration services, for administering employee benefits and services, and for maintaining official personnel records; representing the Agency on civilian and military personnel matters with other Government organizations and maintaining necessary liaison for these purposes; and providing personnel support to the National Security Council.

The office of the Director of Personnel includes an Executive Office which provides staff support to the Director of Personnel in substantive personnel matters and in the day to day operation of the Office of Personnel. The Executive Office also provides centralized administrative services for the Office of Personnel in connection with budget and fiscal matters, space acquisition and maintenance, requisitioning supplies and equipment, physical security, etc.

The office of the Director of Personnel also includes a Special Assistant and a supporting staff who is responsible for the implementation of the selection-out program and personnel actions of a disciplinary or adverse nature.

Deputy Director of Personnel for Planning and Development

The Deputy Director of Personnel for Planning and Development is responsible for providing assistance and advice to the Director of Personnel in the following functions: formulating, developing and coordinating policies and standards governing personnel management throughout the Agency; developing plans and recommendations to meet the Agency's long-range manpower requirements, including the establishment of a personnel reserve program and the mobilization of manpower in the event of a national emergency; implementing Agency regulations for the acquisition and retention of membership in the Career Staff, including recommendations as to criteria for the evaluation of the abilities, capabilities, and deficiencies of personnel in order to determine their suitability for selection into the Career Staff; developing a program of career management; providing secretariat service and administrative support to the CIA Career Council, the CIA Selection Board, and the CIA Honor Awards Board; and preparing Biographic Profiles for staff personnel.

Projects and Procedures Staff

The Projects and Procedures Staff is responsible for providing assistance and advice to the Director of Personnel in the development and coordination of regulations concerning personnel policies and procedures, in the interpretation of regulatory materials of the Agency and other Government organizations pertinent to personnel administration in the Agency, in performing research projects in personnel methods and procedures, in reviewing and evaluating personnel operations in the Agency for compliance with Agency policies and standards, and in conducting the records management program within the Office of Personnel.

Contract Personnel Division

The Contract Personnel Division is responsible for providing assistance and advice to the Director of Personnel in the following functions: recommending policy standards to govern Agency contracts for personal services and certain other special contracts required in support of covert operations; for preparing and executing such contracts; for reviewing field contracts for compliance with policies and standards; for developing policies relating to Staff Agent personnel and the complete personnel processing of such personnel, including preparation of Letters of Appointment; for preparing Letters of Authorization for military details; for preparing special [redacted] agreements; and for recommending policy standards for special allowances and granting and reviewing all such allowances.

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Personnel Procurement Division

The Personnel Procurement Division is responsible for providing assistance and advice to the Director of Personnel in executing an overt and covert personnel procurement program to meet Agency-wide personnel needs, including the development and exploitation of leads and sources of qualified personnel and the establishment of appropriate lead/source registers for current and future use and the maintenance of local and U. S. field recruitment staffs with appropriate facilities to discover, interview and evaluate employment candidates.

Personnel Operations Division

The Personnel Operations Division is responsible for providing assistance and advice to the Director of Personnel in the following functions: supporting and assisting the heads of Career Services and operating officials in the selection, assignment, rotation, development and utilization of personnel; review and evaluation of personnel operations in the Agency for compliance with Agency policies and standards; providing a personnel counseling and exit interviewing service and miscellaneous employee services; and operating an out-placement service for selected individuals leaving the Agency.

Benefits and Casualty Division

The Benefits and Casualty Division is responsible for providing assistance and advice to the Director of Personnel in the following functions: operating a comprehensive insurance program, including life, health and accident, hospitalization, and air travel insurance, and encompassing the issuance of insurance policies, collection of premiums, adjustment of claims, and liaison with underwriters; processing claims submitted in accordance with the provisions of the Federal Employees' Compensation Act and the Central Intelligence Agency Act in connection with injury or death of Agency employees or their dependents; processing retirement claims for service credit, refund of deductions, disability or age retirement and maintaining necessary liaison with the Retirement Division of the Civil Service Commission; administratively supporting and monitoring actions affecting Agency personnel within the scope of the Missing Persons Act and participating in the development of policies governing their administration; and administratively controlling required actions in casualty cases (serious injury, illness or death) arising among Agency employees, including notification of next-of-kin and coordination of action by other Agency components.

Salary and Wage Division

The Salary and Wage Division is responsible for providing assistance and advice to the Director of Personnel in providing an Agency-wide program of salary and wage administration, including participation in the development of policies and standards, allocation of Agency and NSC positions, performance of wage administration services governing departmental and field positions, assistance to operating and Career Service officials in developing Career Service Staffing Authorizations which form the basis for pay administration within the Career Services, and assisting operating officials in matters pertaining to salaries of various associate personnel.

Records and Services Division

The Records and Services Division is responsible for providing assistance and advice to the Director of Personnel in the following functions: processing official personnel actions and maintaining official records of Agency personnel; preparing correspondence to applicants and former employees; maintaining statistical records and preparing necessary statistical reports; and operating a central processing service for personnel performing official travel which includes personnel, travel, and fiscal services and coordination of security and medical facilities.

Military Personnel Division

The Military Personnel Division is responsible for providing assistance and advice to the Director of Personnel in the procurement, assignment, administration, and disposition of military personnel detailed to the Agency from the Department of Defense, including the development of policies and standards and the review and evaluation of personnel operations in the Agency as they affect military personnel, necessary liaison with appropriate components of the Department of Defense, providing services to military reservists employed by the Agency in connection with their reserve status, and the preparation and maintenance of necessary records pertaining to military personnel.

Clandestine Services Personnel Division

The Assistant SGA (Pers) is responsible for providing general personnel staff support to the SGA/CS on all aspects of Clandestine Services personnel management and for directing administrative support to the Clandestine Services Career Service Program.

The Clandestine Services Personnel Officer under the direction of the Asst. SGA (Pers) is responsible for staff action on matters related to personnel management in the Clandestine Services (T/O's, ceilings, Personnel Staff Studies, Personnel Annexes to Projects, OI budget preparation etc.), for supervising the staff support to the Clandestine Services Career Panel and for maintaining essential records.

The Chairman of the Operations Support Panel under the direction of the Asst. SGA (Pers) is responsible for career management activities concerned with operational support personnel within the Clandestine Services Career Service.